



2011-2012

AMERICORPS*STATE

REQUEST FOR PROPOSALS

FOR INDIANA APPLICANTS

Issued August 13, 2010



OFFICE OF FAITH-BASED AND COMMUNITY INITIATIVES

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August 13, 2010

Dear Potential AmeriCorps*State Applicants,

The Office of Faith-Based and Community Initiatives (OFBCI) and the Indiana Commission on Community Service and Volunteerism (ICCSV) promote service volunteerism throughout our state and in 2010 provided over \$3.7 million in AmeriCorps funding. We are dedicated to addressing critical national issues of strengthening education, expanding health services, assisting veterans and military families, building a green future, and fostering economic opportunity. Over 800 Hoosiers will serve in these programs this year in both our urban and rural areas. AmeriCorps members get amazing things done and make a significant difference in the lives of so many Hoosiers.

We are proud to announce our Request for Proposals (RFP) for the 2011-2012 program year. This RFP includes instructions for AmeriCorps*State funds for new and recompetete organizations.

For the 2011-2012 program year, the ICCSV will consider concept papers for new and recompetete AmeriCorps programs that offer members a living allowance and an education award or education award only programs. We encourage you to choose the option that best meets your organization's needs.

Please read all instructions and materials carefully. In order to increase your understanding of AmeriCorps*State, OFBCI has prepared several additional training materials which are available on our website. We encourage you to visit <http://www.in.gov/ofbci/2347.htm> for more information.

All applicants must submit a Notice of Intent to Apply to OFBCI no later than 5:00P.M. (Eastern Time) on Wednesday, September 1, 2010. All concept papers must be received by our office no later than 5:00 P.M. (Eastern Time) on Friday, September 17, 2010. Additional details are outlined below.

The ICCSV is committed to providing the most current information available to all applicants. We will rely primarily upon our website, www.ofbci.in.gov, to keep applicants informed of any changes. Please check our website frequently. We want to provide you with all of the resources and technical assistance you need to develop an extraordinary concept paper. Best of luck to you.

Sincerely,

A handwritten signature in black ink, appearing to read "Isaac Randolph Jr.", with a stylized, cursive script.

Isaac E. Randolph Jr.
Executive Director

1. Office of Faith-Based and Community Initiatives

*Indiana enjoys a rich tradition of Hoosiers working together for the common good. In that spirit, the mission of the OFBCI is to **CONNECT** organizations and communities to grants, services, and each other; **PROMOTE** volunteerism and service to improve the lives of Hoosiers; **ENCOURAGE** public and private resources to seed and sustain innovative and high quality community and faith-based initiatives; and, **HIGHLIGHT** the good works of individuals and their communities with best practices and innovative models.*

In January 2005, Governor Mitch Daniels created the Office of Faith-Based and Community Initiatives (OFBCI) to ensure that the faith-based institutions of Indiana were provided equal access to state and federal resources and services. Together the OFBCI, with assistance from Indiana Commission on Community Service and Volunteerism (ICCSV; see below), provides information, training, technical assistance and limited grant funding to both community based and faith-based organizations seeking to make Indiana a better place to live for all citizens. For more information about the OFBCI, please visit our website at www.ofbci.in.gov.

2. Overview of AmeriCorps

All across America, AmeriCorps members are *getting things done* for their communities. AmeriCorps, which is often referred to as the domestic Peace Corps, engages citizens of all ages in projects ranging from tutoring, youth mentoring, public safety, housing rehabilitation, health care, environmental issues, and disaster relief. It gives communities and neighborhoods valuable human resources for addressing their most pressing civic issues, and gives the individual a way to serve his/her country by reaching out to others within his/her own or another community. Since 1994, more than 637,000 men and women have provided more than 774 million hours of service to their communities and country through AmeriCorps. This service has allowed members to increase their skills and earn money for college that otherwise would not have been available to them. This year alone, \$1,761,137 in Educational Awards will be distributed to Indiana AmeriCorps members.

AmeriCorps programs provide grants to initiate, improve, or expand the ability of organizations and communities to provide services to address local unmet environmental, educational, public safety (including disaster preparedness and response), or other human needs. AmeriCorps awards member positions and program operating funds to public and private nonprofit organizations with goals which are in accord with this mission. Grants support organizations that use volunteer service as a strategy for addressing national and community needs, while fostering an ethic of civic responsibility and connecting Americans of all ages and backgrounds with opportunities to serve their communities and country. Please see the Corporation's statutes and regulations for more information about AmeriCorps at www.americorps.gov.

3. The Indiana Commission on Community Service and Volunteerism

The Indiana Commission on Community Service and Volunteerism (ICCSV) is the governor-appointed administrative agent of the AmeriCorps*State programs in Indiana for the Corporation for National and Community Service. Supported by the Office of Faith-Based and Community Initiatives, the ICCSV is dedicated to uniting individuals in service to their communities and achieving demonstrable results by addressing Indiana's critical issues of strengthening education, expanding health services, assisting veterans and military families, building a green future, and fostering economic opportunity. The ICCSV's goals are to:



- Encourage Indiana's strong ethic of civic responsibility and rich tradition of community involvement;
- Ensure a serious role for service and volunteerism in meeting Indiana's educational, environmental, health, public safety, and homeland security challenges;
- Connect Hoosiers from diverse backgrounds and experiences to find solutions to problems together; and,
- Nurture the growth and emergence of Indiana's next generation of community and professional leaders.

To meet these goals, the ICCSV selects and administers AmeriCorps grants under the provisions of the National and Community Service Trust Act of 1990. In Indiana, more than 800 AmeriCorps members provide approximately 550,000 hours of annual service under the sponsorship of public-private partnerships to meet critical state needs. The ICCSV, through the OFBCI, provides AmeriCorps programs with extensive training and ongoing technical assistance to support the development of high quality AmeriCorps programs. Each program works closely with a national service program officer at the OFBCI to ensure progress towards program objectives, a meaningful service experience for AmeriCorps members, and compliance with applicable regulations. For more information about the ICCSV, please visit our website at <http://www.in.gov/ofbci/2353.htm>.

4. Applicant Eligibility

New Applicants. The ICCSV encourages the development of innovative programs operated by partnerships new to the AmeriCorps family and in communities that have not previously utilized AmeriCorps resources. New applicants are defined as those in which the partnership has not previously operated an AmeriCorps*State program or has not operated a program in more than five years. Public or private nonprofit organizations, including labor organizations; faith-based and other community organizations; institutions of higher education; government entities within Indiana (e.g., cities, counties); Indian Tribes; or partnership or consortia are eligible. Intermediaries are encouraged to apply.

Existing ICCSV AmeriCorps*State Programs. Current ICCSV programs must apply via two different processes. Existing programs who are finishing their third year of a grant award cycle must submit a *new* concept paper. These programs are considered to be "recompeting." Programs in their first or second year of the competitively-funded grant award cycle will submit a *continuation* application. Please note that programs in their first or second year of a formula-funded program will follow a separate continuation application process in late winter/spring of 2011.

Existing programs must assure that all Portal-related activity, including enrollment of members and entry of service hours, is current at the time of submission. In addition, existing programs are advised that previous site visit reports, program progress reports, financial reports, online member management documentation, as well as member recruitment and retention rates will be reviewed as part of the selection process. Systems for improving known deficiencies in any of these areas should be addressed in the program narrative.

5. 2011-2012 AmeriCorps Grant Parameters

Funding Available. AmeriCorps*State funding comes to Indiana primarily through two separate funding streams – formula and competitive funds. The ICCSV receives formula funds from the Corporation through a population-based allocation. Competitive funds are awarded through a national competition to programs that have competed successfully at both the state and federal levels. While programs funded



through the national competition are typically veteran programs, larger in size, and/or have particularly innovative program designs, first-time applicants may also be funded at the competitive level. This RFP includes both streams of funding. The ICCSV selects which applicants will be submitted to the national competition.

The ICCSV will award formula funds for 2011-2012. We will not be sure how much formula funding is available until the Corporation announces its final appropriation from Congress. This number is contingent upon future Corporation for National and Community Service state allocations.

There are 4 kinds of AmeriCorps funding opportunities available for 2011-2012 through this Request for Proposals:

- 1. Operating Grants.** Operating grants support fully developed plans to implement a new or existing AmeriCorps program. The instructions for the New and Recompeting Programs are contained within this Request for Proposals.
- 2. Planning Grants.** Planning grants are designed to assist faith- or small, community-based organizations in their development of a strong AmeriCorps program design. The purpose of planning grants is to bring small, community-based and/or faith-based organizations to the verge of implementation so that they may compete successfully for operating assistance in the following grant cycle. In general, planning grants do not exceed \$50,000 and cover a period of 6 to 12 months. Applicants interested in applying for a planning grant should review the *Instructions for Planning Grant Program Applicants* section found on pages 23-25.
- 3. Three Month Development/Nine Month Operating Grants.** The ICCSV recognizes that developing a high-quality AmeriCorps program takes time. New applicants may propose a three-month planning/development period, followed by nine-months of operating an AmeriCorps program for the first year of their AmeriCorps*State program. The intent of the three-month planning/development period is to allow new programs the opportunity to develop the systems and processes necessary to operate an effective, efficient, high-quality program. Applicants selecting this model are strongly encouraged to include less than full-time members, as it would be difficult for many members to complete the required 1,700 hours in the nine-month time frame. Please note that ICCSV will not select applicants proposing this “3-9” design to compete in the competition for competitive AmeriCorps funding at the national level.
- 4. Education Award Program (EAP) Grants.** Education Award Programs do not offer living allowances to AmeriCorps members but do provide an education award upon successful completion of a term of national service.

Grant Size Limits. AmeriCorps grants are calculated by multiplying the number of full-time equivalent (referred to as Member Service Year (MSY)) AmeriCorps members by the cost per full-time member. For example, a successful applicant requesting 10 full-time AmeriCorps members (MSYs) at a cost per member of \$13,000 would receive a grant of \$130,000 (10 x \$13,000). Please note that Indiana AmeriCorps members are NOT eligible for unemployment compensation. In Indiana, the cost per MSY may not exceed \$13,000.

Match Expectations. Table 3: Match Requirements in the AmeriCorps Regulations

Competition	Match Requirement
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State	Minimum grantee share is 24% of program costs for the first three years. Overall grantee share of total program costs increases gradually beginning in Year 4 to 50% by the tenth year of funding and any year thereafter.
State EAP	Grantee pays all program costs over \$800 per MSY provided by the Corporation.

Minimum Program Size. In order to provide member positions in quantities that make an impact on the identified community need, applicants may request no fewer than 10 full-time equivalent (MSY) AmeriCorps members (OFBCI highly encourages at least 15 full-time equivalent members) as part of their concept paper. Organizations are urged to partner with other organizations in your community or throughout the state to apply for AmeriCorps funding. One organization must serve as the legal applicant and fiduciary. When partnering with other organizations, you are encouraged to seek organizations that share a similar mission or focus on similar issues.

Grant Period. Grants awarded through this selection process will support programming beginning September 1, 2011. The Corporation and the ICCSV generally provide funding for a three-year grant period, with demonstrated success toward achieving program objectives and the completion of a yearly continuation request.

Expansion Funding. Applicants should be advised that expansion opportunities in the second and third year of a grant period are unpredictable and may be limited. Applicants should not assume they can expand program operations in the second or third year of the grant period. Existing recompeting programs that wish to expand their program should propose to do so through the concept paper.

6. Priority Areas

The Corporation for National and Community Service's mission is to improve lives, strengthen communities, and foster civic engagement through service and volunteerism. In the FY 2011 national competition, the Corporation will give special consideration to projects that address one or a combination of four strategic initiatives, listed below, that meet critical needs of our nation, achieve national service goals, and address community problems:

1. Education
2. Healthy Futures
3. Clean Energy
4. Veterans
5. Opportunity
6. Disaster Preparedness

Please note that AmeriCorps members may be called upon to assist in times of disaster.

Please visit http://www.nationalservice.gov/pdf/ppt_strategic_plan_8610.pdf for more information on the Corporation's strategic priorities.

A 2006 survey of Hoosiers interested in service and volunteerism revealed a belief that the strategic goals of the Corporation of National and Community Service should be addressed in Indiana in addition to



Governor Daniels' strategic goal of improving Hoosiers' health. The survey suggested that the issues should be addressed in the following order of priority:

1. Mentoring Children and Youth
2. Engaging Hoosiers in Healthy Lifestyles
3. Engaging Baby Boomers in Service to their Community
4. Engaging K-12 and College Students in service to their community
5. Mobilizing more Hoosier Volunteers

The same survey suggested the following specific activities aimed at addressing these priorities are (in order of priority):

1. Promote existing mentoring programs for children and youth
2. Integrate service opportunities into sites already attractive to baby boomers, such as workplace or church
3. Develop prevention health programs for children and youth
4. Increase public awareness of volunteer service opportunities in Indiana
5. Promote available service opportunities to K-12 and college students
6. Introduce new children and youth mentoring programs to specific communities

The Indiana Commission on Community Service and Volunteerism will consider these priorities in making formula funding decisions, as well as other formal and informal criteria as determined by the ICCSV (including, but not limited to, proposal quality score, and geographic distribution).

We at the OFBCI are currently in the process of conducting a new survey geared at assessing how organizations (non-profits, corporations, schools and faith-based entities) utilize volunteers and promote service opportunities in Indiana. We welcome your participation and encourage you to assist us by answering the questions found at the following link:

<http://survey.constantcontact.com/survey/a07e2zcgacgc6euavs/a014ggctdrfyp/questions>.

7. Notice of Intent to Apply

Interested applicants are **REQUIRED** to submit a **Notice of Intent to Apply** no later than **Wednesday, September 1, 2010 at 5:00 P.M. (Eastern Time)** via email to Jeremy Gaskill, National Service Program Officer, at jgaskill@ofbci.IN.gov

The e-mail should be limited to the following information:

1. Name of the applicant organization
2. Contact information for the applicant organization
3. Geographic service area
4. Approximate number of MSY
5. Type of grant your organization intends to submit:
 - a. New
 - b. Re compete
 - c. Education Award Program only

Please note that submission of a "Notice of Intent to Apply" in no way binds your organization to the submission of a concept paper. **We will only accept concept papers from new or re competing applicants who have submitted the Notice of Intent to Apply by the September 1, 2010 deadline.**



8. Selection Process and Criteria

The OFBCI will post Frequently Asked Questions (FAQs) to the OFBCI website to assure that all applicants have access to the same technical assistance. Please email questions to: RFP_FAQ@ofbci.IN.gov.

The review and selection of Indiana's AmeriCorps concept papers is a multiple-step process as described below:

July 15 AmeriCorps Public Interest Sessions Announced

July 23 - August 6 Public Interest Sessions
Indianapolis (July 23), Evansville (August 3), (New Albany (August 4), Gary (August 5), and Ft. Wayne (August 6)

*Any proposal from an organization that fails to attend at least one interest session will have **10 points deducted** from their overall score during the selection process.*

August 13 2010-2011 Indiana AmeriCorps Request for Proposals released

September 1 Notice of Intent to Apply due via e-mail by 5:00 P.M. (Eastern Time)

September 17 New, Recompete, and EAP, Concept Papers due to the Office of Faith-Based and Community Initiatives by 5:00 P.M. (Eastern Time)

Concept Paper – The purpose of the Concept Paper is to allow applicants the opportunity to present their proposed program, its potential community impact and their organizational capacity to manage an AmeriCorps Program. The instructions for the Concept Paper are included in the RFP.

October 04 Staff Review Panel Convenes

October 06 Notification if concept paper has been selected to proceed to next steps of process; feedback and further guidance will be provided

Invitation to submit full application – Full proposal and revisions will include:

- a. Editing and clarifying program details for Corporation for National and Community Service (CNCS) compliance.*
- b. Expanding the 20 page concept paper to 30-45 page narrative (maximum of 71,000 characters).*

October 12 Technical Assistance Session – required participation

November 05 Full application due (Only those who were invited after submitting the concept paper will be considered.)

November 19 Peer Review Panel Convenes



December 09	The ICCSV reviews all submissions; makes recommendations for funding.
December 13	Notice to Applicants of Preliminary Funding Decisions/Requests for Clarifications and/or Revisions
December 14 - 22	Pre-Award Risk Assessments of New Competitive Applicants
January, 2011 (TBD)	Due date for submitting revised competitive grant applications in eGrants
May 2011	Scheduled CNCS Notification of Competitive Funding Decisions
June 2011	OFBCI Notice of Formula Funding Decisions
June 2011	Final Revisions Due to OFBCI for formula applications

This timeline is subject to change.

Please note:

1. Submission of a Concept Paper does not automatically result in an invitation to submit a full application.
2. An invitation to submit a full proposal does not guarantee funding.
3. Funding for this grant is contingent on appropriation of funding from the CNCS.

Applicants that are selected to compete in the national competitive process will be forwarded to the Corporation after receiving feedback collected from the review process by the ICCSV staff.

The Corporation will make funding decisions following the completion of their review process. The ICCSV will finalize its program selections following the Corporation's announcements.

Selection Criteria

Staff and Peer Review. Commission staff will review concept papers for completeness. **Incomplete concept papers will not be scored.** Complete concept papers will be forwarded to a Staff Review Panel, where they will be further analyzed and scored.

Review criteria. In evaluating your concept paper for funding, reviewers will assess your program design, organizational capability, and the program's cost-effectiveness and budget adequacy. The weights assigned to each category and sub-category are listed in the chart below. Reviewers will assess concept paper narratives against these criteria, and weight them accordingly. Please see the AmeriCorps Regulations, [45 CFR §§ 2522.420–2522.448](#), for additional detail regarding these criteria and what reviewers will assess in each category.

Table 2: Basic Selection Criteria: Categories, Sub-Categories, and Respective Weights

Category	Percentage	Sub-Categories and Weights
Program Design	50%	Rationale and Approach – 10%
		Member Outputs and Outcomes – 20%



		Community Outputs and Outcomes – 20%
Organizational Capability	25%	No sub-categories
Cost-Effectiveness and Budget Adequacy	25%	Cost-Effectiveness – 15%
		Budget Adequacy – 10%

Even though participants on these panels are employees of OFBCI, do not assume that they are familiar with your grant program, even if you are recompeting. Please provide sufficient information in your concept paper to make your program clear to a reviewer who is unfamiliar with your program.

9. Concept Paper Instructions

Concept papers must be submitted electronically to Jeremy Gaskill, jgaskill@ofbci.IN.gov by **Friday, September 17, 2010 at 5:00 P.M. (Eastern Time)**.

The AmeriCorps Regulations and Provisions should be taken into consideration when developing the concept paper. They are available at: http://www.americorps.gov/for_organizations/manage/index.asp.

Applicants must submit the following information in order to be considered as having a full and complete concept paper submission:

1. Concept Paper Narrative
2. Budget Worksheet
3. proof of 501 © 3 status
4. Please remit a copy of the organization most recent audited financial statements, including an A-133 audit, if applicable. If your organization has not had a formal audit, please submit the organization's most recent financial reports.

Items 3 and 4 must be received by the deadline. Friday, September 17, 2010 at 5:00 P.M. (Eastern Time) to:

National Service Program Officer
Office of Faith-Based and Community Initiatives
Indiana Government Center South
302 W. Washington Street, Room E012
Indianapolis, Indiana 46204

NOTE: Any submission that fails to meet all Concept Paper requirements will not be reviewed.

Concept Paper Narrative Instructions: An electronic template is available at:
<http://www.in.gov/ofbci/2347.htm>

The concept paper narrative must be typed, double-spaced in no less than 12-point font size, with at least one-inch margins. The Concept Paper narrative cannot exceed 20 pages in length, excluding the one-page title page. The proposal must follow the order outlined in the instructions.



Program Design

Grant awards will cover a period that includes one year of operation. Grants may be renewed for two additional years subject to annual review and availability of federal funds. Therefore, in developing the program design section, you should not only discuss goals, objectives, and program structure for the first year, but also outline long term programmatic goals and outcomes for a three-year grant period.

1. Rationale and Approach

Compelling Community Need:

- Describe the community need that you will address within the target community.
- Why did you select this need as your focus?
- How did you identify the need?
- Provide documentation of the need.
- **If your program will operate at multiple sites**, demonstrate a need in each community you propose to serve.

Description of Activities and Member Roles:

- Describe the activities you propose to address the need.
- What will be the member's roles in these activities, and how do the member roles relate to addressing the need as distinct from staff or volunteer roles? Discuss your program structure including number of members, where members will serve (for example, at the applicant organization or at local service sites). How do the types of member slots you are requesting (for example, full-time, half-time, quarter-time, etc.) align with the program design and activities? See Budget Instructions on page 25 for a chart that lists slot types, minimum hours served, and minimum and maximum living allowance.
- How will your plan for member development, training, and supervision contribute to achieving your desired outcomes?
- How will you ensure that members comply with rules on prohibited service activities? See 45 CFR § 2520.45, 45 CFR § 2520.65 and the AmeriCorps grant provisions for a list of prohibited service activities.
- How will receiving an AmeriCorps grant add value to your existing service activities?

Measurable Outputs and Outcomes:

- Describe the measurable outputs and outcomes you expect to achieve as a result of your activities. Include the targets for each year.
- What systems will you use to track these outputs and outcomes?

2. Member Outputs and Outcomes

Member Development, Training and Supervision:

- Describe in detail your plans for orienting members to AmeriCorps, the community, their placement site, and to the service they will perform.
- How do you plan to train members to perform all the activities they will engage in and, as necessary, provide them with ongoing training throughout their terms? What is the timeline for this training? Identify the training curricula and materials you will use.
- Describe your plan for supervising members, and how it ensures that members will receive adequate support and guidance throughout their terms.



- **Tutoring programs only:**

Describe how your strategy for training members complies with AmeriCorps requirements for member tutor training that is high quality and research based, consistent with the instructional program of the local agency or with state academic content standards, includes appropriate member supervision by individuals with expertise in tutoring, and provides specialized pre-service and in-service training consistent with the activities the member will perform.

Ethic of Service and Civic Responsibility:

Demonstrate how you will provide structured opportunities for participants to reflect on and learn from their service in order to promote a lifelong ethic of service and civic responsibility

Current Grantees Only: Enrollment and Retention

The enrollment and retention for previous program years will be reviewed. If you enrolled less than 100% of slots received during your last full year of program operation, provide an explanation, and describe your plan for improvement.

If you were not able to retain all of your members during your last full year of program operation, provide an explanation, and describe your plan for improvement. While we recognize retention rates may vary among equally effective programs depending on the program model, we expect grantees to pursue the highest retention rate possible.

3. Community Outputs and Outcomes

Sustainability:

Outline your plans for ensuring that the impact of your program in the community is sustainable beyond the presence of federal support. For example, you might describe how your community relationships will lead to community investment in the program's continued operation; how you will diversify your funding sources to include a wide range of stakeholders (such as state, local, and private sector funding); how your strategies for recruiting and supporting volunteers will sustain member activities after your AmeriCorps grant ends; or how the community will maintain your project once it is completed.

Volunteer Recruitment and Support:

- Describe how your program will use volunteers to expand the reach of the program in the community. How will you recruit, support, and recognize volunteers? Identify how many volunteers you expect to recruit and the number of hours of service they will provide, in total and on average. Will these volunteers be episodic (committing to one-time or occasional events) or ongoing (committing to a regular, ongoing role in the program)? If selected for funding, you will be expected to report on your actual volunteer recruitment levels.
- Describe the role that members will play in your volunteer recruitment and support efforts.

Capacity Building:

Describe how your program will enhance the capacity of other organizations and institutions important to the community, such as schools, homeland security organizations, neighborhood watch organizations, civic associations, and community organizations, including faith-based organizations. What roles will members play in your capacity-building activities?

Organizational Capability

1. Sound Organizational Structure

Ability to Provide Sound Programmatic and Fiscal Oversight:



- Provide a brief history of your organization. What year was your organization established? Describe your organization's experience in the proposed areas of activity and your experience operating and overseeing a program comparable to the one proposed. Include specific examples of your prior accomplishments and outcomes. Describe your capacity to manage a federal grant and to provide onsite monitoring of the financial and other systems required to administer an AmeriCorps grant. **If you are proposing a multi-site program:**
 - Explain how you are able to support and oversee service sites.
 - Describe your process for selecting service sites and ensuring they have adequate programmatic and financial capabilities. How will your site selection process incorporate the criteria required by the AmeriCorps regulations 45 CFR § 2522.475 (quality, innovation, sustainability, quality of leadership, past performance, community involvement), and the special considerations found in 45 CFR § 2522.450 (program models, program activities, and programs supporting distressed communities)?
 - What are your current or previous programmatic and funding relationships with the sites?
 - Describe your plans for monitoring site compliance with fiscal and programmatic requirements.
 - How will you develop connections among the sites through common program elements or activities to ensure that your overall mission and vision for the AmeriCorps program is maintained at each site?

Board of Directors, Administrators, and Staff:

- Describe your organization's management and staff structure and how the board of directors (if applicable), administrators, and staff members will be used to support your program.
- Identify the key program and fiscal positions responsible for your proposed program. Describe the relevant background and experience of all staff members working on the project and their respective roles, or your plans to recruit, select, train, and support additional staff, and their roles.

2. Sound Record of Accomplishment as an Organization

Volunteer Generation and Support:

Describe how your organization recruits and supports a diverse group of volunteers to increase your own organizational capacity.

Organizational and Community Leadership:

Provide examples of how you have demonstrated leadership as an organization and in the community you serve. For example, describe awards received by the organization or individuals within the organization, public positions of leadership such as staff serving on other community boards, or participation in community events, task forces, and other community activities.

Special Circumstances:

In applying the organizational capability criteria to each proposal, reviewers may also take into account the following circumstances of individual organizations:

- The age of your organization and its rate of growth.
- Whether your organization serves a resource-poor community, such as a rural or remote community, a community with a high poverty rate, or a community with a scarcity of philanthropic and corporate resources.

If you feel that any of the circumstances stated above have an impact on your organizational capability that has not already been discussed, please describe.



Cost Effectiveness and Budget Adequacy

1. Cost Effectiveness

Corporation Cost per Member Service Year (MSY):

- The Corporation cost per MSY is determined by dividing the Corporation's share of budgeted grant costs by the number of MSYs you are requesting in your grant. It does not include child care or the cost of the education award.
- One MSY is equivalent to at least 1700 service hours, a full-time AmeriCorps position. The maximum cost per MSY allowable in Indiana is \$13,000. Cost effectiveness will be evaluated by analyzing cost per MSY in relation to your program design. If you request above the maximum, please justify. This is rarely approved.

Diverse Non-Federal Support:

- Demonstrate how your program has or will obtain diverse non-federal resources for program implementation and sustainability.
- Include a discussion of the non-Corporation resource commitments (in-kind and cash) that you have obtained, the additional commitments you plan to secure, and how you will secure them. In the budget, you must list the sources of your match funds.

Current Grantees Only: Decreased Reliance on Federal Support. Describe the extent to which you are increasing your share of costs to meet or exceed program goals, or the extent to which you are proposing deeper impact or broader reach without a commensurate increase in federal costs.

2. Budget Adequacy

Discuss the adequacy of your budget to support your program design including how it is sufficient to support your program activities and is linked to your desired outputs and outcomes.

For EAPs Only: EAP applicants must describe the costs that will not be covered by Corporation funding. These costs might include staff salaries and benefits, travel, evaluation, living allowances or salaries for AmeriCorps members, supplies, and equipment. You will not be required to track or report on these expenditures. Reviewers will consider this information to assess the adequacy of your budget to support your program design.

The Corporation cost per MSY and the extent to which a current EAP grantee is increasing its share of costs to meet or exceed programs goals will not be considered in assessing an EAP applicant's cost effectiveness. However, all the other indicators described in this section will apply and the cost effectiveness/budget adequacy section still equals 25% of the selection criteria weight.

Budget Worksheet Instructions: An electronic budget worksheet is available at:

<http://www.in.gov/ofbci/2347.htm>

EAPs Only: Use the Budget Instructions for EAPs on page 22 and the budget worksheet to prepare your budget. A tab on the budget template is available.

A. Overview of Key Budget Requirements



Program requirements, including requirements on match, are located in the AmeriCorps regulations. Programs will be required to contribute an overall minimum match of 24% for the first three-year funding period. Starting with the second three-year cycle, match gradually increases every three years to 50% by year ten, according to the minimum overall share chart found in 45 CFR 2521.60. Current grantees remain where they are in terms of match requirements. For example, a grantee entering the sixth year of funding will be required to match at 34% as specified in the chart.

Table 3: Match Requirements in the AmeriCorps Regulations

Competition	Match Requirement
State and Territory Competitive	Minimum grantee share is 24% of program costs for the first three years. Overall grantee share of total program costs increases gradually beginning in Year 4 to 50% by the tenth year of funding and any year thereafter.
State EAP	Grantee pays all program costs over \$800 per MSY provided by the Corporation.

- Equipment costs must not exceed 10% of the total Corporation share.
- Administrative costs must not exceed 5% of the total Corporation funds requested.
- If you are applying for the first time, you must match with cash or in-kind contributions at least 24% of the project's total Operating Costs (Section I) plus Member Costs (Section II) plus Administrative Costs (Section III). If you are recompeting, your Program Officer can tell you where you are in the match schedule.
- The acceptable sources of matching funds are federal, state, local, private sector, and/or other funds in accordance with applicable AmeriCorps requirements.
- In Sections I, II, and III of the budget, you should clearly and specifically identify the source and total dollar amount of cash match from private, state and local and federal funds, and the source and total amounts of in-kind support. Define all acronyms the first time they are used.

Note: The Corporation's legislation permits the use of non-Corporation federal funds as match for the grantee share of the budget. However, it may be advisable to discuss your intention to report expenditures as costs on both grants with the other agency (matching on the CNCS grant and direct on the other agency's grant).

B. Preparing Your Budget

Your proposed budget should be sufficient to allow you to perform the tasks described in your proposal narrative. Reviewers will consider the information you provide in this section in their assessment of the Cost-Effectiveness and Budget Adequacy selection criterion.

Follow the detailed budget instructions, below, to prepare your budget.

As you prepare your budget:

- All the amounts you request must be defined for a particular purpose. Do not include miscellaneous, contingency, or other undefined budget amounts.
- Your detailed budget narrative must provide a full explanation of the proposed costs including their purpose.
- Present the basis for all calculations in the form of an equation.
- Do not include unallowable expenses, e.g., entertainment costs (which include food and beverage costs) unless they are justified as an essential component of an activity.
- Do not include fractional amounts (cents).



Please refer to the relevant OMB Circulars on allowable costs for further guidance. The OMB circulars are online at www.whitehouse.gov/OMB/circulars.

- A-21 - Cost Principles for Educational Institutions, 2 CFR 220
- A-87 - Cost Principles for State, Local, and Indian Tribal Governments, 2 CFR 225
- A-122 - Cost Principles for Non Profit Organizations, 2 CFR 230

Programs must comply with all applicable federal laws, regulations, and OMB circulars for grant management, allowable costs, and audits, including providing audits to the A-133 clearinghouse if they expend over \$500,000 in federal funds, as required in OMB Circular A-133.

DETAILED BUDGET INSTRUCTIONS

These instructions do not apply to applicants for State EAP grants.

Source of Match

In the “Source of Match” field that appears at the beginning of Sections I, II, and III, enter a brief description of the Source of Match, the amount, the match classification (Cash, In-kind, or Not Available) and Match Source (State/Local, Federal, Private, Other or Not Available). Define any acronyms the first time they are used.

Section I. Program Operating Costs

A. Personnel Expenses

Under “Position/Title Description,” list each staff position separately and provide a brief 5 or 6 word position description, salary, and percentage of effort devoted to this award. Because the purpose of this grant is to enable and stimulate volunteer community service, do not include the value of direct community service performed by volunteers. However, you may include the value of volunteer services contributed to the organization for organizational functions such as accounting, audit work, or training of staff and AmeriCorps members.

B. Personnel Fringe Benefits

Under “Description,” identify the types of fringe benefits to be covered and the costs of benefit(s) for each staff position. Allowable fringe benefits typically include FICA, Worker’s Compensation, Retirement, SUTA, Health and Life Insurance, IRA, and 401K. You may provide a calculation for total benefits as a percentage of the salaries to which they apply or list each benefit as a separate item. If a fringe amount is over 30%, please list separately. Holidays, leave, and other similar vacation benefits are not included in the fringe benefit rates but are absorbed into the personnel expenses (salary) budget line item. Uncommon or exceptionally high-cost benefits should be itemized and justified.

C. 1. Staff Travel

Describe the purpose for which program staff member will travel. Provide a calculation to include costs for airfare, transportation, lodging, per diem, and other travel-related expenses multiplied by the number of trips/staff. Where applicable, identify the current standard reimbursement rate(s) of the organization for mileage, daily per diem, and similar supporting information. Only domestic travel is allowable. Your budget should include support for staff attendance at OFBCI-sponsored trainings and events in or near Indianapolis, including a Program Directors’ summer orientation (tentatively scheduled for 2 days),



Opening Ceremony, Member Retreats, Governor's Conference, and three to four additional training dates during the year.

We expect applicants to include funds in this line item for travel for staff and site staff to attend Corporation-sponsored technical assistance meetings. There are two to three such opportunities per year, including opportunities for new grantee orientation, financial training, and the National Conference on Service and Volunteering.

C. 2. Member Travel

Describe the purpose for which members will travel. Provide a calculation to include costs for airfare, transportation, lodging, per diem, and other related expenses for members to travel outside their service location or between sites. Costs associated with local travel, such as bus passes to local sites, mileage reimbursement for use of car, etc., should be included in this budget category. Where applicable, identify the current standard reimbursement rate(s) of the organization for mileage, daily per diem, and similar supporting information. You should plan for travel costs (e.g. mileage, parking) for members to attend OFBCI-sponsored events (Opening Ceremony, Governor's Conference, Member Retreat) in or near Indianapolis during the program year. Please note that these are estimates of the events to be conducted during the 2011-2012 program year.

D. Equipment

Equipment is defined as tangible, non-expendable personal property having a useful life of more than one year AND an acquisition cost of **\$5,000 or more per unit** (including accessories, attachments, and modifications). Any items that do not meet this definition should be entered in E. Supplies below. Purchases of equipment are limited to 10% of the total Corporation funds requested. If applicable, show the unit cost and number of units you are requesting. Provide a brief justification for the purchase of the equipment under Item/Purpose.

E. Supplies

Include the amount of funds to purchase consumable supplies and materials, including member service gear and equipment that does not fit the definition above. You must individually list any single item costing \$1,000 or more. Except for safety equipment, grantees may only charge the cost of member service gear to the federal share if it includes the AmeriCorps logo. Grantees may also add the AmeriCorps logo to their own local program uniform items using federal funds. All safety gear may be charged to the federal share, regardless of whether it includes the AmeriCorps logo. All other service gear must be purchased with non-federal funds.

F. Contractual and Consultant Services

Include costs for consultants related to the project's operations, except evaluation consultants, who will be listed in Section H., below. Payments to individuals for consultant services under this grant may not exceed \$540 per day (excluding costs for indirect expenses, travel, supplies, etc.). The \$540 daily rate is a ceiling, and we anticipate budgeted daily rates at considerably lower levels. Indicate the daily rate for consultants you are proposing to use and their contractual services. Indicate the daily rate, number of days, and total cost.

G. 1. Staff Training



Include the costs associated with training staff on project requirements and training to enhance the skills staff need for effective project implementation, i.e., project or financial management, team building, etc. If using a consultant(s) for training, indicate the estimated daily rate, not to exceed the daily rate limit.

G. 2. Member Training

Include the costs associated with member training to support them in carrying out their service activities, for example, orientation, project-specific skills such as age-appropriate tutoring, CPR, or ecosystems and the environment. You may also use this section to request funds to support training in Life After AmeriCorps. If using a consultant(s) for training, indicate the estimated daily rate, not to exceed the daily rate limit.

H. Evaluation

Include costs for project evaluation activities, including additional staff time or subcontracts, use of evaluation consultants, purchase of instrumentation, and other costs specifically for this activity not budgeted in Personnel Expenses. This cost **does not** include the daily/weekly gathering of data to assess progress toward meeting performance measures, but is a larger assessment of the impact your project is having on the community, as well as an assessment of the overall systems and project design. Indicate daily rates of consultants, where applicable.

I. Other Program Operating Costs

Allowable costs in this budget category should include when applicable:

- Background checks of members and grant-funded staff.
- Office space rental for projects operating without an approved indirect cost rate agreement that covers office space. For national office space, rental may be unallowable; check relevant OMB Circulars. If space is budgeted and it is shared with other projects or activities, the costs must be equitably pro-rated and allocated between the activities or projects.
- Utilities, telephone, Internet and similar expenses that are specifically used for AmeriCorps members and AmeriCorps project staff, and are not part of the organizations indirect cost/admin cost allocation pool.
- Recognition costs for members. List each item and provide a justification in the budget narrative. Gifts and/or food in an entertainment/event setting are not allowable costs.
- OnCorps: OFBCI will incur the cost of new programs; recompetes programs please budget 300 dollars to cover the annual costs.

Section II. Member Costs

Member Costs are identified as “Living Allowance” and “Member Support Costs.” Your required match can be federal, state, local, or private sector funds.

In the “Source of Match” box, enter the total amount of cash and in-kind match under columns for “Private,” “State and/or local,” and “Federal.” Then, for each amount entered, identify the source of the matching funds or in-kind contributions by entering text under “Sources.” Define acronyms the first time they are used.

A. Living Allowance

The narrative should clearly identify the number of members you are supporting by category (i.e., full-time, half-time, reduced-half-time, quarter-time, minimum-time, 1st and 2nd Years of 2-year half-time) and



the amount of living allowance they will receive, allocating appropriate portions between the Corporation's share (CNCS Share) and grantee match (Grantee Share).

Members – Enter the total number of members you are requesting in each category. Enter the amount of the living allowance for each type of member. Enter the number of members for which you are not requesting funds for a living allowance, but for which you request education awards.

Minimum and Maximum Living Allowance

Term of Service	Minimum Number of Hours	Minimum Living Allowance	Maximum Living Allowance	MSY
Full-time	1700	\$11,800	\$23,600	1.000
One Year Half-Time	900	N/A	\$12,500	0.500
Two Year Half-Time	900	N/A	\$12,500	*0.250
Reduced Half-Time	675	N/A	\$9,370	0.381
Quarter-Time	450	N/A	\$6,250	0.265
Minimum-Time	300	N/A	\$4,160	0.212

Notes:

1. There is no requirement to pay a living allowance to less than full-time members.
2. The amount of the maximum for less than full-time living allowance is rounded to the nearest dollar.
- * For a two year half-time position, the living allowance can be split between two years, e.g. 0.250 in Year 1 and 0.250 in Year 2. The total MSY factor is .500.

B. Member Support Costs

Consistent with the laws of the state where your members serve, you must provide members with the benefits described below.

- **FICA for Members.** Unless exempted by the IRS with accompanying documentation (note in the narrative and provide documentation with concept paper), all projects must pay FICA for any member receiving a living allowance, even when the Corporation does not supply the living allowance.* In the first column next to FICA, indicate the number of members who will receive FICA. Calculate the FICA at 7.65% of the total amount of the living allowance.

*As a result of the Restore Employment (Hire) Act, qualified programs may be exempt from paying FICA for members that qualify. For further information please refer to information found at the following links:

<http://www.irs.gov/newsroom/article/0,,id=220326,00.html>

<http://www.irs.gov/businesses/small/article/0,,id=220750,00.html>

- **Worker's Compensation.** In Indiana, AmeriCorps programs must pay and provide worker's compensation for all Members regardless of their status. If your organization is exempt from worker's compensation rule, or is self-insured, then the organization must purchase and provide liability coverage for all Members.
- **Health Care.** You must offer health care benefits to full-time members in accordance with AmeriCorps requirements. Except as stated below you may not pay health care benefits to less-than-full-time members with Corporation funds. You may choose to provide health care benefits to less-than-full-time members from other sources (i.e., non-federal). Less-than-full-time members who are serving in a full-time capacity for a sustained period of time (such as a full-time summer project) are



eligible for health care benefits. In your budget narrative, indicate the number of members who will receive health care benefits. The Corporation will not pay for dependent coverage.

- **Unemployment Insurance and Other Member Support Costs.** Include any other required member support costs here. Some states require unemployment coverage for their AmeriCorps members. You may not charge the cost of unemployment insurance taxes to the grant unless mandated by state law. Programs are responsible for determining the requirements of state law by consulting their state commission, legal counsel, or the applicable state agency.

Section III. Administrative/Indirect Costs

Definitions

Administrative costs are general or centralized expenses of the overall administration of an organization that receives Corporation funds and do not include particular project costs. These costs may include administrative staff positions. For organizations that have an established indirect cost rate for federal awards, administrative costs mean those costs that are included in the organization's indirect cost rate agreement. Such costs are generally identified with the organization's overall operation and are further described in Office of Management and Budget Circulars A-21, A-87, and A-122.

Options for Calculating Administrative/Indirect Costs (choose either A. OR B.)

Applicants can choose to use one of two methods to calculate allowable administrative costs – a Corporation fixed percentage method or a federally approved indirect cost rate method. Regardless of the option chosen, the Corporation's share of administrative costs is limited by statute to 5% of the total Corporation funds **actually expended** under this grant.

A. Corporation Fixed Percentage Method

The Corporation fixed rate allows you to charge administrative costs up to a cap without a federally approved indirect cost rate and without documentation supporting the allocation. If you choose the Corporation Fixed Percentage Method you may charge, for administrative costs, a fixed 5% of the total of the Corporation funds expended. In order to charge this fixed 5%, the grantee match for administrative costs may not exceed 10% of all direct cost expenditures.

- a. Multiply the sum of the Corporation funding shares of Sections I and II by 0.05. This is the maximum amount you can request as Corporation share. Enter this amount as the Corporation share for Section III A.
- b. Then multiply the total (both Corporation and grantee share) of Sections I and II by 10% (0.10) and enter this amount as the grantee share for Section III A.
- c. Enter the sum of the Corporation and grantee shares under Total Amount.

B. Federally Approved Indirect Cost Rate Method

If you have a Federally Approved Indirect Cost (IDC) rate and choose to use it, the IDC rate will constitute documentation of your administrative costs including the 5% maximum payable by the Corporation. Specify the Cost Type for which your organization has current documentation on file, i.e., Provisional, Predetermined, Fixed, or Final indirect cost rate. Supply your approved IDC rate (percentage) and the base upon which this rate is calculated (direct salaries, salaries and fringe benefits, etc.). It is at your discretion whether or not to claim your entire IDC rate to calculate



administrative costs. If you choose to claim a lower rate, please include this rate in the Rate Claimed field.

- a. Determine the base amount of direct costs to which you will apply the IDC rate, including both the Corporation and Grantee's shares, as prescribed by your established rate agreement (i.e., based on salaries and benefits, total direct costs, or other). Then multiply the appropriate direct costs by the rate being claimed. This will determine the total amount of indirect costs allowable under the grant.
- b. Multiply the sum of the Corporation funding share in Sections I and II by 0.05. This is the maximum amount you can claim as the Corporation share of indirect costs.
- c. Subtract the amount calculated in step b (the Corporation administrative share) from the amount calculated in step a (the Indirect Cost total). This is the amount the applicant can claim as grantee share for administrative costs.

Section IV. Increasing Grantee Overall Share of Total Budgeted Costs

Grantees are required to meet an overall matching rate that increases over time. You have the flexibility to meet the overall match requirements in any of the three budget areas, as long as the minimum match of 24% for the first three years, and the increasing minimum in years thereafter, are maintained. These matching requirements may be waived in limited circumstances.

Applying for Alternative Match

If you are requesting the alternative match as specified in 45 CFR § 2521.60(b), you must demonstrate that your program is either located in a rural county or in a severely economically distressed community as defined below. Also describe the efforts you have taken to raise the resources needed to meet the matching requirements at the end of the Concept Paper Narrative.

Please see 45 CFR §§ 2521.35–2521.90, for match and waiver requirements. You apply for the alternative match the year before it goes into effect. If approved, you will base your budget in your next submission on the approved alternative match. The alternative match requirement will be in effect for whatever portion of the three-year project period remains, if you are approved for funding.

- 1. Program Location:** Except when approved otherwise, the Corporation will determine the location of your program based on the legal applicant's address. If you believe that the legal applicant's address is not the appropriate way to consider the location of your program, you must provide relevant facts about your program location in your waiver request. The Corporation will, in its sole discretion, determine whether some other address is more appropriate for determining a program's location.
- 2. Rural County:** In determining whether a program is rural, the Corporation will consider the most recent Beale code rating published by the U.S. Department of Agriculture for the county in which the program is located. Any program located in a county with a Beale code of 6, 7, 8 or 9 is eligible to apply for the alternative match requirement. See Attachment K for the Table of Beale codes.
- 3. Severely Economically Distressed County:** In determining whether a program is located in a severely economically distressed county, the Corporation will consider the following list of county-



level characteristics. See Attachment K for a list of website addresses where this publicly available information can be found.

- The county-level per capita income is less than or equal to 75 percent of the national average for all counties using the most recent census data or Bureau of Economic Analysis data;
- The county-level poverty rate is equal to or greater than 125 percent of the national average for all counties using the most recent census data; and
- The county-level unemployment is above the national average for all counties for the previous 12 months using the most recently available Bureau of Labor Statistics data.

State and State EAP: Your state commission must approve your waiver request before it is forwarded to the Corporation.

BUDGET INSTRUCTIONS FOR EDUCATION AWARD PROGRAMS

These instructions apply only to applicants for Education Award Program funding. EAP applicants may only request a fixed amount of funding per MSY. Therefore, EAP applicants are not required to complete a detailed budget. In addition, the matching requirements in 45 CFR §§ 2521.40– 2521.95 do not apply to EAP applicants.

AmeriCorps Member Positions

Identify the number of Education Award members you are requesting by category (i.e. full-time, half-time, reduced half-time, quarter-time, minimum-time).

Amounts of fixed awards are based on the member service years which are calculated as follows:

Member Positions	Calculation	MSY
_____ Full-time (1700 hours)	(_____ members x 1.000)	=
_____ 1-Year Half-time (900 hours)	(_____ members x 0.500)	=
_____ 2-Year Half-time (1 st Year) (generally 450 hours)	(_____ members x 0.500)	=
_____ 2-Year Half-time (2 nd Year) (generally 450 hours)	(_____ members x 0.000)*	=
_____ Reduced Half-time (675 hours)	(_____ members x 0.3810)	=
_____ Quarter-time (450 hours)	(_____ members x 0.2646)	=
_____ Minimum-time (300 hours)	(_____ members x 0.2117)	=
	Total MSY	

Total # of MSYs _____	x MSY amount (up to \$800) _____	= Total Grant Request \$ _____
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* Grantees receive the total amount for 2-Year Half-time members in the first year. Therefore, 2-Year Half-time members serving in their second year are not included in the calculation for funds.

Applicants may request up to \$800 per member service year (MSY).



Display your calculation in the following format:

Type the total amount requested in the “Total Amount” & “CNCS Share” columns. Leave the “Grantee Share” blank. See example below:

Purpose	Calculation	Total Amount	CNCS Share	Grantee Share
Program Grant Request Example	47.5 MSY X \$800/MSY	\$19,000	\$19,000	\$0
Program Grant Request				
Subtotal		\$19,000	\$19,000	\$0

10. Instructions for Planning Grant Program Applicants

The Planning Grant application must be typed, double-spaced in no less than 12-point font size, with at least one-inch margins. The narrative should not exceed 20 pages in length. AmeriCorps Regulations and Provisions should be taken into consideration when developing the Planning Grant application. They are available at: http://www.americorps.gov/for_organizations/manage/index.asp.

Planning Grant applications must be submitted electronically to Jeremy Gaskill, jgaskill@ofbci.IN.gov by **Friday, September 17, 2010 at 5:00 P.M. (Eastern Time)**. The maximum amount of funding available for Planning Grants is \$50,000.

Planning Grant applications should include the following components:

A. Executive Summary

Provide a concise overview that summarizes your planning approach, your vision for an AmeriCorps program, and the community need that your program will address. Include your organization’s mission statement and a short, clear statement that describes the purpose of the program that you are proposing.

B. Summary of Accomplishments and Outcomes

Complete this section only if your organization has received Corporation program funds of any type within the last three years. Provide a brief history of your organization including the year it was established and your funding history with the Corporation. List the types and amounts of Corporation program funds that your organization has received in the last three years.

B. Program Design

Program design descriptions should evidence a clear understanding of the AmeriCorps Provisions and Regulations. Please review Regulations 45 C.F.R. §§ 2522.420 – 2522.448 in particular for guidance as you address the following aspects:

1. Rationale and Approach

- Describe the need you plan to address in the target communities you will serve and the process you will use to document the need.
- To the extent possible, explain 1) what activities will be utilized to address the community need and 2) how AmeriCorps members and community participants will contribute to these activities.



- Describe what measurable outputs and outcomes you will achieve.
- Discuss how the target communities have been involved in the planning process to date and how they will continue to be involved in the future planning and implementation.
- Explain your plans for ensuring that the proposed program builds on (without duplicating), or reflects collaboration with, other national and community service programs supported by the Corporation. You can find a listing of Corporation-supported programs by state at http://www.nationalservice.gov/about/role_impact/state_profiles_detail.asp?tbl_profiles_state=IN.
- Discuss how you will design your program to be replicable.

2. Member Outputs and Outcomes

- Describe the type of individual you would like to recruit as an AmeriCorps member and discuss the qualifications or background a member would need to serve in your program.
- Address the extent to which you expect to recruit members from among the residents of the target communities.
- Discuss the training, supervision, and ongoing assistance you would require to effectively prepare and support your AmeriCorps members.

3. Community Outputs and Outcomes

- Describe how you will plan for the sustainability of your program beyond the presence of federal support. For example, you might foresee how your community relationships will lead to community investment in the program's continued operation, how you will diversify your funding sources to include a wide range of stakeholders (such as state, local, and private sector funding), how your strategies for recruiting and supporting volunteers will sustain member activities beyond AmeriCorps, or how the community will maintain your project, such as the revitalization of a local park, after it is complete.
- Discuss how you plan to incorporate volunteer generation and support into your proposed program to expand its reach in the community.
- Explain how you expect your proposed program to enhance the capacity-building of your organization, service sites, and other important organizations and institutions in the community.

D. Organizational Capability

Describe your ability to successfully plan an AmeriCorps program.



- Explain how you will use the planning period to develop your capacity to effectively manage an operating program including the following tasks:
 - a. Establishing systems and processes for sound programmatic and fiscal oversight.
 - b. Creating a process for selecting operating and service sites (if applicable) that will ensure the selection of those organizations that are most appropriate and capable.
 - c. Planning orientations and trainings for both operating and service sites (if applicable).
 - d. Ensuring that you have the ability to provide or secure effective technical assistance.

E. Budget

For budget instructions please refer to the budget section above (pages 14-22). Note that because this is a Planning Grant you will only be required to complete Section 1 of the budget worksheet (see pg. 14).

